

SALES

"There is nothing in a caterpillar to suggest a butterfly."

Superhero Bucky, Marvel Comics



SALES

WORKSHOP TECHNIQUES:

one: ACTIVE LISTENING

How to listen properly in order to sell effectively

two: ESTABLISHING NEEDS

How to correctly identify the needs of your clients

three: VALUE POSITION

How to present your value position succinctly

four: THE SALES HAMMOCK

How to present clearly and effectively

five: BARRIERS TO PURCHASE

How to overcome objections

six: SALES TYPES

How to find the best sales people

RECOMMENDED READING:

- **The Salesperson's Secret Code** - Mills, Ridley, Laker & Chapman
- **To Sell is Human** - Daniel Pink
- **The Effortless Experience** - Dixon, Toman & Delisi
- **Playing to Win** - Lafley & Martin
- **The Challenger Sale** - Dixon & Adamson
- **Conversations that Win the Complex Sale** - Peterson & Riesterer



INTRODUCTION: SOPHISTICATED SALES

These days, sales often gets a bad rap. And sales people are seen as pushy and/or formulaic. But all products need to be sold and, even in our digital age, customers needs additional human persuasion. Often the more upmarket (or complex) the product, the greater the need is for a strong sales person to represent it. This section focuses on how to sell with flair and sophistication.

UNDERSTAND WHO YOU ARE DEALING WITH
(CUSTOMER PROFILING EXERCISE)

KNOW YOUR COMPETITION
(MARKET MAPPING EXERCISE)

MANAGE YOUR TIME PROPERLY
(PRODUCTIVITY EXERCISES)

TAKE INITIATIVES
(IDEAS EXERCISES)

BE READY TO ADAPT

BE AWARE OF HOW YOU COME ACROSS

REFLECT THE COMPANY STYLE
(BRAND PRINCIPLES EXERCISE)

UNDERSTAND HOW GOOD SALES WORKS

UNDERSTAND WHAT MAKES A GOOD SALES PROFESSIONAL
(SALES TYPES / AMBIVERTS EXERCISES)

ESTABLISH ACTUAL NEEDS OF CLIENTS
(ESTABLISHING NEEDS EXERCISE)

ACTIVELY LISTEN
(LISTENING EXERCISE)

ANTICIPATE OBJECTIONS
(BARRIERS TO PURCHASE)

COMMUNICATE CLEARLY AND KNOWLEDGEABLY

KNOW WHEN AND HOW TO 'CLOSE THE SALE'



one: ACTIVE LISTENING

How to listen properly in order to sell effectively

According to The Salesperson's Secret Code (Mills, Ridley, Laker & Chapman), the most successful salespeople listen more than they speak, so that they fully understand what the client/customer is looking for (what their pain points are / where they can add value). Note: the words LISTEN and SILENT share the same letters.

EXERCISE: Start by answering the following questions and giving yourself a score from 1 to 5 (1 = strongly disagree 2 = disagree 3 = neither agree nor disagree 4 = agree 5 = strongly agree). Then consider the 8 Ways to Become a Better Listener and write notes.

8 MISTAKES THAT LIMIT OUR ABILITY TO LISTEN	SCALE 1 - 5
DREAMING. I am often thinking about something else while the client is talking	
ANSWER PREPARING. During conversations with clients, I am often waiting for a pause, so I can spit out an answer that I'm already preparing	
COMPULSIVE/IMPULSIVE. I often say something without thinking first, or to fill a silence	
AMBUSHING. I often fake listen to the client just so I can get in my comments	
JUDGING. I practise selective listening. I hear the things I want to hear based upon my own prejudices	
NOT FULLY PRESENT. I'm often unaware of the message the person is sending through body language and/or vocal intonation	
NOISE INDUCED STRESS. I often embark on a call or meeting when there is a lot of background noise in the environment to hinder my ability to listen	
COMPARING. I listen through filters, based on a past experience with another clients	
TOTAL SCORE	

Scored less than 20: Good work

Scored 20 - 30: You're half paying attention, but could do a lot better - review the tips below and make note of areas of improvement

Scored 30 - 40: You're really not listening at all - review the tips below and make note of areas of improvement

8 WAYS TO BECOME A BETTER LISTENER	NOTES
Encourage silence to show you are actively listening. Embrace pauses.	
Never interrupt when the client is speaking.	
Be present. Put down your electronic equipment.	
Make the client feel heard. with such comments as. "What I'm hearing is..." or "Tell me more."	
Become a solution-oriented listener. Listen for the intended solution more than for problems.	
Listen for what is not being said. Find the meaning behind the words.	
Resist the temptation to rebut. Don't argue.	
Listen for information you can use.	

two: ESTABLISHING NEEDS

How to correctly identify the needs of your clients/customers

It is essential to establish the need thoroughly and to educate the client to the best buying solution, especially when selling expensive, added value solutions.

There are only two reasons for buying anything:

- to make a gain (opportunity +)
- to avoid a loss (implication -)

EXERCISE: Use this to work through what you've picked up regarding the customer's needs and then summarise as a TRUE NEED.

STATED NEED

The customer's perception of their own requirements, often expressed as a commodity to be provided by the cheapest vendor

HIDDEN NEED

Unmentioned by the client but quickly evident to the seller

IMPLIED NEED

Vague and underdeveloped ideas often mentioned in conversation, not always thought through

TRUE NEED

The sum of all the others

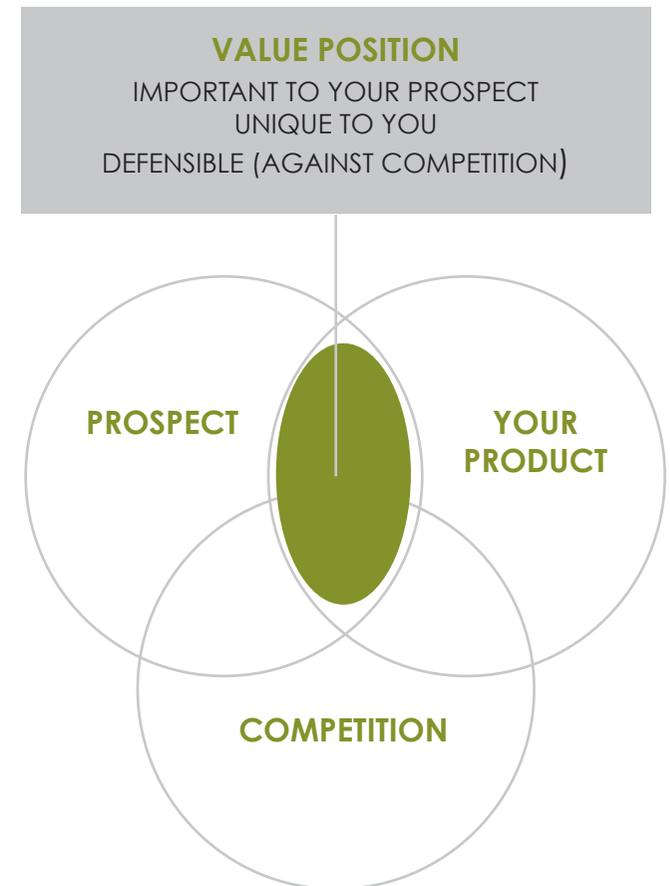
three: VALUE POSITION

How to present your value position succinctly

This is based on content from the book *Conversations that Win the Complex Sale* by Peterson & Riesterer. It's a neat way to capture the three main components of an effective sales presentation.

EXERCISE: Simply work through: what the customer (prospect) is looking for, what you are offering that matches this, and why it's better than the competition.

WHAT'S IMPORTANT TO YOUR PROSPECT?	
WHAT ARE YOU OFFERING THAT'S UNIQUE TO MATCH WHAT'S IMPORTANT TO THE PROSPECT?	
HOW DOES THIS DIFFER FROM THE COMPETITION?	



four: THE SALES HAMMOCK

How to present clearly and effectively

The book *Conversations that Win the Complex Sale* by Peterson & Riesterer also outlines research that shows that people remember 70% of the words at the beginning of a presentation, 20% in the middle, and 100% at the end. This is illustrated in The Sales Hammock, reminding us to pitch accordingly. Put your best bits first and last, use strong visuals, simplicity and proof, and make it personal. Most importantly, keep it short (especially the bit in the middle).

EXERCISE: Use this hammock system to plan the content of your next sales presentation.

BEGINNING	MIDDLE	END

70% RETENTION

20% RETENTION

100% RETENTION



five: BARRIERS TO PURCHASE

How to overcome objections

Understanding potential objections or barriers to purchase is an important part of sales preparation. Anticipating these and proactively planning a response will help eliminate them in a live sales environment.

EXERCISE: Use the Barriers to Purchase Axis below to prepare for potentials objections.

BARRIER 1:	BARRIER 2:	BARRIER 3:	BARRIER 4:	BARRIER 5:

NOT INTERESTED ————— VERY INTERESTED

1 2 3 4 5

six: SALES TYPES

How to find the best sales people

We normally associate sales people with being Extraverts, but research acquired by Daniel Pink and published in his book *To Sell is Human*, tells another story. It shows that the best sales people are neither Intraverts or Extraverts, they are Ambiverts - a bit of each.

EXERCISE 1: Where would you plot yourself (or your team) on this chart? Depending on where you sit, consider some behavioural change for better results.



TOO INTROVERT? CONSIDER WAYS TO TURN IT UP

TOO EXTRAVERT? CONSIDER WAYS TO TONE IT DOWN

According to The Challenger Sale by Dixon & Adamson, the best sales people don't just build relationships with customers, they challenge them. They tailor their message to each customer, they are assertive (not aggressive), and they push back where necessary to take control of the sale. They are particularly effective in complex sales scenarios.

EXERCISE 2: Where do you (or your team) currently sit? Should you be looking at adopting more assertive techniques or employing more challengers?



THE CHALLENGER

Always has a different view of the world
 Understands the customer's business
 Loves to debate
 Pushes the customer



LOW VS HIGH COMPLEXITY SELLING

RB: 11%

PS: 18%

HW: 26%

LW: 25%

C: 20%

LOW

RB: 4%

PS: 7%

HW: 10%

LW: 25%

C: 54%

HIGH

THE LONE WOLF

Follows own instincts
 Self-assured
 Difficult to control

THE PROBLEM SOLVER

Reliably responds to internal + external stakeholders
 Ensures that all problems are solved
 Detail-orientated

THE RELATIONSHIP BUILDER

Builds strong advocates in customer organisation
 Generous in giving time to help others
 Gets along with everyone

THE HARD WORKER

Always willing to go the extra mile
 Doesn't give up easily
 Self-motivated
 Interested in feedback + development

"Some people take no mental exercise other than jumping to conclusions."

Harold Acton



